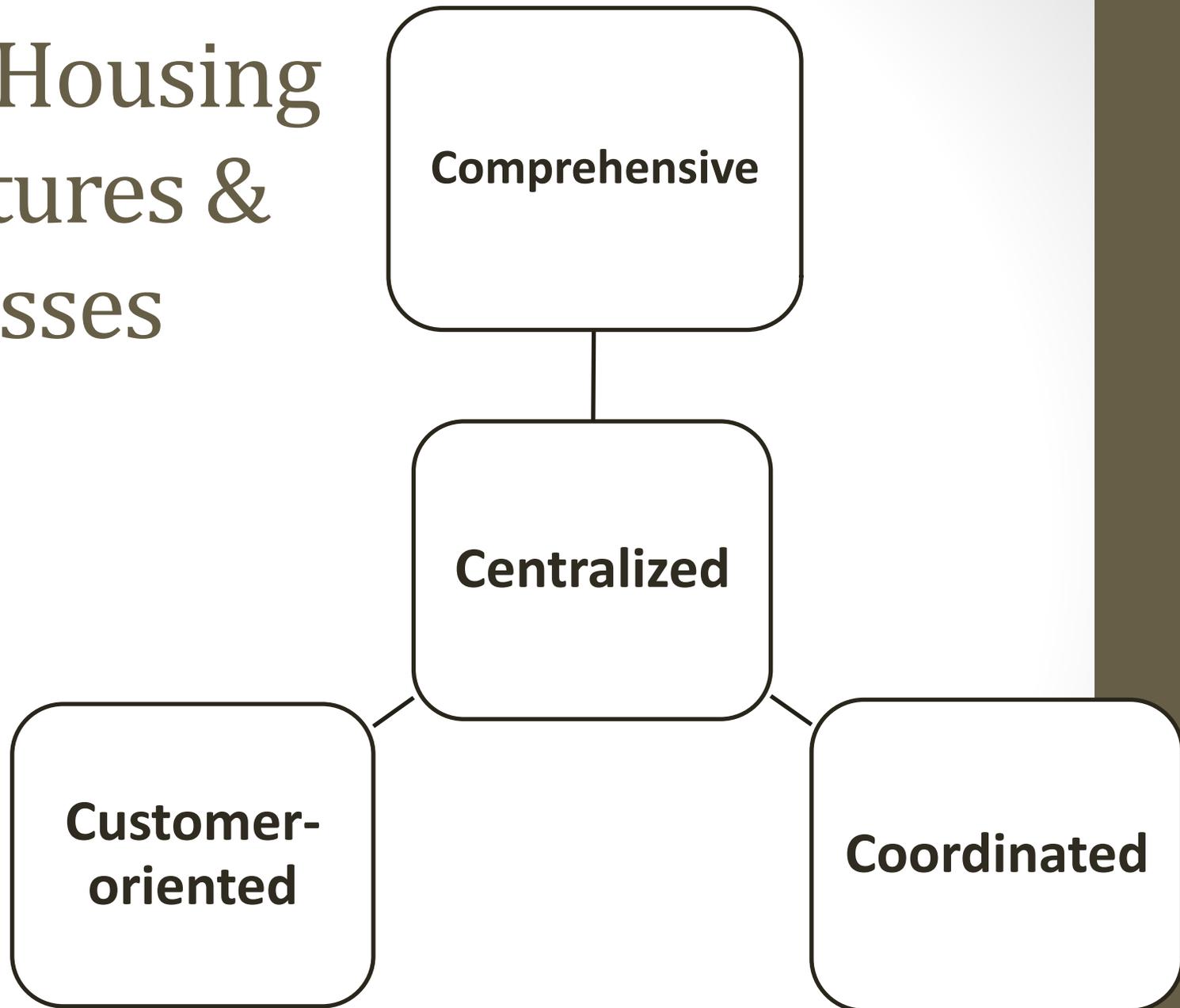


Interagency Council on Affordable Housing Special Meeting September 7, 2012

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State Housing Structures & Processes



Centralized

Leadership: Lead agency, department and/or appointed group

Benefits

- Easier to coordinate
- Eliminates duplication
- Staff specialization
- Streamlines processes
- Clearer accountability

Challenges

- Promoting innovation
- Overcoming hierarchy
- Maintaining flexibility

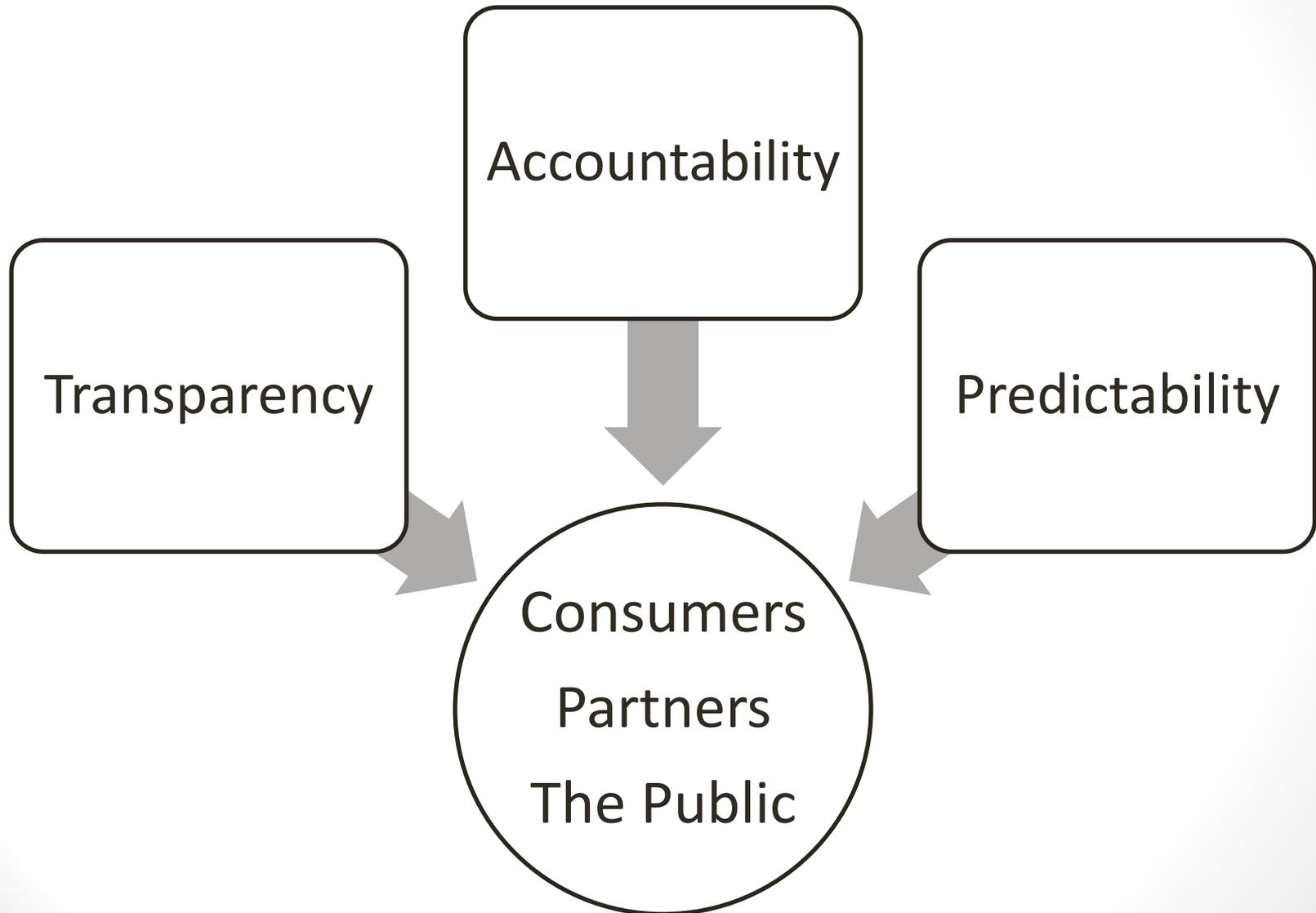
Comprehensive

- **Covers all needs and priorities**
 - Populations served
 - Housing types
 - Housing services
- **Coordinates all programs and resources**
 - Federal & State
 - Bonds, revenues, grants, subsidies, incentives

Coordinated

- **All agencies, departments, divisions, offices** with housing as a direct mission or indirect concern for their target populations or goals
- Organized around shared comprehensive vision and **priorities**
- Commits specific **resources** to achieve priorities

Customer-Oriented



Comparing State Structures: Lead Agency = HFA

- **Example:** Illinois Housing Development Authority
- No Department of Housing
- **Major partners:** Department of Commerce & Economic Opportunity; Department of Public Health
- **Minor partners:** Veterans Affairs, Corrections, etc.

Comparing State Structures: Lead Agency = Department

- **Example:** Maryland Department of Housing & Community Development
- HFA subsumed as Division within Department
- **Major partners:** None
- **Minor partners:** Department of Health & Human Services

Comparing State Structures: Lead Agency = Shared

- **Example:** New Jersey Department of Community Affairs; Housing & Mortgage Finance Agency
 - DCA manages planning, federal and state subsidies and grants
 - HMFA manages bond financing & tax credits
- **Major partners:** None
- **Minor partners:** Council on Affordable Housing

Comparing State Structures: Lead Agency = Umbrella

- **Example:** New York Homes & Community Renewal
- Agencies/Divisions under Umbrella include:
 - Multifamily-HFA & Single-family HFA
 - Division of Housing & Community Renewal
 - 4 other agencies/corporations
- **Major partners:** None
- **Minor partners:** Office of Temporary & Disability Assistance

Illinois' Housing Task Force

Illinois' Housing Task Force develops and implements Annual Comprehensive Housing Plan

- **Interagency** group convened by Lead Agency (HFA), including major & minor partners, and for-profit and nonprofit partners
- Enabling legislation identified **6 Priority Populations**
- Task Force adopts new policy **Focus Areas** every year
- **Working Groups** on emerging issues as needed

Comprehensive Housing Plan

- Strategies, activities, and partners for each **Focus Area**
- Production & resource targets by **Priority Population**
- **Resource commitments** across multiple agencies & programs
- **Technical plan** for implementation: interagency collaboration, responsibilities & resources
- Requires interim progress **report** (Sept) and final report (Jan) on measured achievements

Summary

Clear, **centralized** leadership with authority & accountability

Comprehensive planning around common vision, priorities & populations

Coordination with internal and external partners that commits specific resources

Maximize **consumer** experience through transparent, accountable, predictable processes and programs that respect **partners** and steward **public** resources

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